

# Claims

- [c1]
  - 1. A method of synchronizing at least one of: business practices and culture of one or more participating entities, comprising:
    - a. eliciting at least one of: intent and goals from each of said participating entity or entities in said synchronization;
    - b. developing detailed alternatives statements in support of said elicited intent and goals;
    - c. selecting from said alternatives statements, pairs of alternatives statements that are in tension with each other;
    - d. reconciling said pairs of alternatives statements;
    - e. establishing a charter of practices by integrating a set of said reconciled pairs of alternatives statements; and
    - f. synchronizing at least one of said business practices and culture of said participating entity or entities in view of said practices charter.
- [c2]
  - 2. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 1, wherein said synchronization comprises any of: a merger, an acquisition, partnership, joint

venture, alliance, venture capital funding, outsourcing, transformation from one organizational entity to another, or transformation within an entity.

- [c3] 3. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 1, wherein said pairs of alternatives statements reflect right-versus-right spectrums.
- [c4] 4. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 1, wherein said eliciting further comprises collecting and rendering explicit additional supporting information; said supporting information comprising any of: objectives, tactics, programs, targets, vision, mission, agreement, purpose, aspiration, values, principles, priorities, strategies, and policies of said participating entity or entities.
- [c5] 5. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 1, wherein said developing detailed alternatives statements further comprises an evaluation of said alternatives statements for reasonableness by verifying that, for each of said alternatives statements, one or more members of said participating entity or entities agrees that said alternative statement is both reasonable

and important.

- [c6] 6. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 3, wherein said right-versus-right spectrums are evaluated for reasonableness by verifying that, for each of said right-versus-right spectrums, one or more members of said participating entity or entities agrees that said right-versus-right spectrum is important.
- [c7] 7. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 1, wherein said developing pairs of alternatives statements further comprises a compilation of current and anticipated issues by members of said participating entities performing various roles and operating at various levels of hierarchy within said participating entity or entities.
- [c8] 8. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 1, wherein said developing pairs of alternatives statements further comprises identification of at least one of: expectations, requirements, frustrations, concerns, areas of strife within said participating entity, and areas of strife between said participating entities.

- [c9] 9. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 8, wherein said identification further considers differing approaches, preferences, norms, customs, styles, beliefs, mindsets, assumptions, and priorities among one or more members of said participating entity or entities.
- [c10] 10. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 3, wherein said alternatives statement pairs are drafted as plausible, contrasting ends of said right-versus-right spectrum; said contrasting ends not required to be equally plausible.
- [c11] 11. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 1, wherein said reconciliation of pairs of alternatives statements further comprises incorporating outcomes of discussions between key leaders of said participating entity or entities on subject matter comprising any of: trade-offs, compromises, agreements, negotiations, applications to specific circumstances, considerations, and work context.
- [c12] 12. A method of synchronizing at least one of: business

practices and culture of one or more participating entities, as per claim 3, wherein reconciling strategic, operational and tactical differences in said entity or between said entities further comprises: producing a data collection vehicle in which said pairs of alternatives statements are displayed as end points on said right-versus-right spectrum consisting of at least five check boxes, the check boxes adjacent to the end point alternatives statements being labeled "100%" and the middle check box being labeled "50/50," and with the remaining boxes corresponding to all answers between 100% and 50/50.

- [c13] 13. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 1, wherein said practices charter reflects strategic, operational and tactical alternatives of how said entity or entities are to be operated and how work is to be performed within said entity or entities.
- [c14] 14. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 13, wherein a conveyance of said reconciled pairs of alternatives statements to realistic work conditions is made such that it is clear to people performing the work, how work is to be conducted.
- [c15] 15. A method of synchronizing at least one of: business

practices and culture of one or more participating entities, as per claim 14, wherein said reconciled pairs of alternatives statements are applied to realistic work conditions to produce a series of outcome narratives each of which comprises:

- a. either of: a situation or dilemma statement;
- b. a desired outcome in which answers are given to a list of questions about actions to be taken, roles of decision makers, and behaviors associated with those who need to take action;
- c. a list of in-scope roles, an in-scope role being performed by one or more individuals involved in an action according to said desired outcome;
- d. role behaviors and actions associated with in-scope roles, wherein role behaviors and actions specify the desired way the desired outcome is to be accomplished; and
- e. other applicable considerations that specify additional information that could be important in translating the details of the outcome narrative to other issues that have similar characteristics.

[c16] 16. A method of synchronizing at least one of: business practices and culture of one or more participating entities, as per claim 15, wherein creation of said situations and dilemmas statements comprises:

- a. listing issues that might arise within the regular work of said entity or entities, an issue being a work requirement, occurrence, or choice that requires action by one or more people and that could be disputed by those required to take action or responsible for an outcome, and for which one or more reconciled statements will apply;
- b. classifying issues as situations and dilemmas, a situation being an issue with a relatively small number of roles or a generally agreed upon preferable outcome and a dilemma being an issue with a relatively large number of roles or general disagreement on preferable outcome; and
- c. writing a statement to represent each classified situation and dilemma, each statement being a brief, realistic, fictional narrative instantiation with adequate detail for decision, adequacy being determined by comparison to a given set of standard examples.

- [c17] 17. A method of synchronizing at least one of: business practices and culture of one or more entities, as per claim 15, wherein an assessment is performed to determine gaps between said outcome narratives and a corresponding current state of handling said identified issues within said participating entity or entities.
- [c18] 18. A method of synchronizing at least one of: business practices and culture of one or more entities, as per

claim 17, wherein an evaluation of a corresponding current state of handling said identified issues within said participating entity or entities is enabled by at least one of: said outcome narratives and said gap assessment.

- [c19] 19. A method of identifying potential areas of conflict in the synchronization of at least one of: business practices and culture of one or more participating entities, comprising:
  - a. eliciting at least one of: intent and goals from each of said participating entity or entities in said synchronization;
  - b. developing detailed alternatives statements in support of said elicited intent and goals;
  - c. selecting from said alternatives statements, pairs of alternatives statements that are in tension with each other; and
  - d. placing said pairs of alternatives statements on an unevenly weighted spectrum.
- [c20] 20. A method of identifying potential areas of conflict in the synchronization of at least one of: business practices and culture, as per claim 19, wherein said unevenly weighted spectrum is a right-versus-right spectrum comprising:
  - a data collection vehicle in which said pairs of alternatives statements are displayed as end points on said

right-versus-right spectrum consisting of at least five check boxes, the check boxes adjacent to the end point alternatives statements being labeled "100%" and the middle check box being labeled "50/50," and with the remaining boxes corresponding to all answers between 100% and 50/50.

- [c21] 21. A method of identifying potential areas of conflict in the synchronization of at least one of: business practices and culture, as per claim 20, wherein said right-versus-right spectrums are validated, consolidated, categorized, prioritized, and reconciled.
- [c22] 22. A method of identifying potential areas of conflict in the synchronization of at least one of: business practices and culture, as per claim 21, wherein said reconciliation determines decisions to be applied to said participating entity or entities by selecting from said check boxes; said selection corresponding to a preferential application of said alternatives statements.
- [c23] 23. A method of identifying potential areas of conflict in the synchronization of at least one of: business practices and culture, as per claim 19, comprising:
  - a. identifying current and anticipated issues in a participating entity or entities;
  - b. prioritizing and categorizing said identified issues;

- c. drafting fictionalized statements to represent said prioritized and categorized issues; and
- d. associating said fictionalized statements to said decisions.

- [c24] 24. A method of identifying potential areas of conflict in the synchronization of at least one of: business practices and culture, as per claim 23, wherein said categorizing further comprises determining whether said identified issue is either of: a situation or a dilemma.
- [c25] 25. A method of identifying potential areas of conflict in the synchronization of at least one of: business practices and culture, as per claim 23, wherein said associating further comprises drafting a desired outcome for each of said situations and dilemmas.
- [c26] 26. A method of identifying potential areas of conflict in the synchronization of at least one of: business practices and culture, as per claim 23, wherein in-scope roles are determined for each of said situations and dilemmas.
- [c27] 27. A method of identifying potential areas of conflict in the synchronization of at least one of: business practices and culture, as per claim 26, wherein said in-scope roles are specified to perform behaviors and actions.
- [c28] 28. A method of performing gap assessment between

current state handling of situations and dilemmas and desired handling methods comprising:

- a. determining an approach to identify current state handling of situations and dilemmas;
- b. comparing current state handling to corresponding desired handling;
- c. identifying gaps and implications between said current and desired handling methods;
- d. prioritizing gaps and implications across said desired handling methods; and
- e. determining root causes and barriers inherent in said identified gaps and implications.

[c29] 29. A method for performing gap assessment, as per claim 28, wherein said gap assessment allows determination of actions addressing said root causes and barriers.

[c30] 30. A method for performing gap assessment, as per claim 29, wherein said actions are prioritized, planned, designed, and implemented.

[c31] 31. A method for evaluating progress of synchronizing at least one of: business practices and culture of one or more participating entities, comprising:

- a. performing one or more times, a gap assessment between current state handling and a corresponding de-

sired handling;

- b. determining actions to address results of said gap assessment;
- c. prioritizing, planning, designing and implementing said actions; and
- d. determining whether further desired handling methods are to be developed.

[c32] 32. A method for evaluating progress of synchronizing at least one of: business practices and culture, as per claim 31, wherein said gap assessment is performed in response to any of the following: after a passage of a specified amount of time, when a gap between said current and desired handling methods is known to exist, and when a change occurs in a business condition.

[c33] 33. A method for evaluating progress of synchronizing at least one of: business practices and culture, as per claim 32, wherein said change in business condition changes at least one of: said current state handling and said desired method of handling.

[c34] 34. A method of evaluating progress of synchronizing at least one of: business practices and culture, as per claim 31, wherein said evaluation process allows revision of said current state handling and said desired method of handling.

[c35] 35. A method of synchronizing at least one of: business practices and culture of one or more participating entities, comprising:

- a. creating pairs of alternatives statements that are in tension with each other; said pairs of alternatives statements reconciled to reflect at least one of: intent and goals of said participating entity or entities;
- b. identifying current and anticipated issues as either: a situation or a dilemma;
- c. creating outcome narratives indicating a desired method of handling said identified situations and dilemmas; said outcome narratives created by associating each of said situations and dilemmas with said pairs of reconciled alternatives statements; and
- d. establishing a synchronized set of at least one of: business practices and culture by applying said reconciled alternatives statements to said participating entity or entities.

[c36] 36. A method of synchronizing at least one of: business practices and culture, as per claim 35, wherein said synchronized set is determined by a gap assessment between said outcome narratives and a current state of handling said identified issues.

[c37] 37. A method of synchronizing at least one of: business

practices and culture, as per claim 36, wherein said gap assessment identifies any of: gaps, implications of said gaps, and barriers inherent to said gaps.

- [c38] 38. A method of synchronizing at least one of: business practices and culture, as per claim 37, wherein actions addressing said gaps, implications, and barriers are identified, prioritized, planned, and implemented.
- [c39] 39. A method of synchronizing at least one of: business practices and culture, as per claim 37, wherein an evaluation of said synchronizing process is performed by analyzing root causes of said gaps, implications, and barriers.
- [c40] 40. A method of synchronizing at least one of: business practices and culture, as per claim 39, wherein said evaluation further comprises any of: creating additional outcome narratives, revising said synchronized set, revising said alternatives statements, creating and reconciling new pairs of alternative statements, and developing further actions to address said gaps, implications, and barriers.